

QUARTERLY PERFORMANCE REPORT

Contractor: ICMA

Contract # PCE-1008-C-00-5001-00

(Core)

Reporting Period: July 1, 1995 - September 30, 1995

Section I - Contractor's Report

A. Narrative

1. **Background:** Decentralization of responsibilities to the local level of government is a growing trend throughout the developing world, Central and Eastern Europe and the NIS. While devolution can improve the accountability and responsiveness of local government, it is placing enormous strains on existing urban management structures, as local government professionals in these nations have limited experience in how to effectively undertake their expanded management and development responsibilities. In order to help address the need for stronger, more efficient local governments and urban management institutions, USAID's Office of Environment and Urban Programs (G/ENV/UP) initiated Phase II of the Municipal Development and Management (MDM) Program December 16, 1994, contracting its implementation to the International City/County Management Association (ICMA) and a consortium of subcontractors.

The program is initially funded for two years with three option years, and is comprised of two complementary contracts: a Core Contract and a Requirements Contract. The Core Contract funds core management staff, information and research activities, development of training programs, limited technical assistance and reconnaissance trips by MDM management staff to assist Missions identify and design activities. The majority of MDM activities will be funded through the Requirements Contract, which provides a vehicle for Mission and RHUDO buy-ins.

2. **Expected Results:** With the overarching objective of strengthening local government capacity to face these challenges and responsibilities, ICMA and its subcontractors under the MDM program administer a wide range of support activities to the Office of Environment and Urban Programs and to Missions and RHUDOs worldwide. These include access to U.S. city practitioners (many of whom are ICMA members) for short and long-term technical assistance, the fostering of relationships between host country and U.S. cities to address specific management issues and provide hands-on practitioner to practitioner assistance, other training activities as requested, establishment of a comprehensive information center on U.S. and international local government management practices, research and information dissemination services, and assistance to USAID Missions and RHUDOs in the conception and design of new urban development and management activities. Key subsectors for interventions are: 1) municipal finance; 2) urban environmental management; 3) public participation; 4) urban policy and municipal law; 5) economic and community development; 6) land use planning/land tenure; and 7) disaster management.

3. **a) Current Core Activities**

See ! The attached **Assessment Chart of Current Activities**.

- b) Current Buy-Ins:** Refer to accompanying quarterly report for the Municipal Development and Management Requirements Contract.

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- c) **Current Subcontracting Activities:** Under the core contract, RTI continues to provide limited services in communicating the program to field missions and assisting them in activities that could be implemented under the companion requirements contract. RTI is also carrying out an assessment of the Housing Guaranty Program Performance Indicator System. Please refer top Requirements Quarterly Report.

4. Performance

See: ! The attached **Assessment Chart of Current Activities**.

5. Statement of Work

See: ! The attached **Assessment Chart of Current Activities**.

B. Administrative Data

See: ! The attached **ANNEX 1: Quarterly Report for Administrative Data**

ASSESSMENT CHART OF CURRENT ACTIVITIES, PERFORMANCE & SCOPE OF WORK
Contract No. PCE-1008-C-00-5001-00 (Core): Reporting Period: July 1, 1995 - September 30, 1995

RFS No.	Org.	Country or Region	Title	Current Activities	Proposed Activities for Next Quarter	Performance	SOW Change
1	ICMA	USA	Senior Urban Environmental Advisor	Prepared concept paper for the Energy Office and RHUDO/India for a workshop on energy production from municipal landfills. Prepare guidance memorandum for accessing urban team resources under the Sustainable Cities Initiative. Composed a one-page summary of the Sustainable Cities Initiative. Reviewed and prepared comments on the Urbanization and Development chapter of World Resources Report 96. Developed Environmental Quality Monitoring Program for inclusion in FY96 budget submission. Attended World Bank/Habitat II Urban Finance Conference. Monitored Environmental Health Project activities and attended weekly meetings.	Activity under the RFS will be completed effective September 1, 1995. The position will continue as Delivery Order No. 9 under the companion MDM Requirements Contract. Please refer to Requirements Quarterly Report for proposed activities.	On track	n/a
2	RTI	USA	Assessment of Housing Guaranty Program Performance Indicator System	This activity was canceled. It is underway as Delivery Order No. 2 under the MDM Requirements Contract. Please refer to Requirements Quarterly Report for update.	n/a	n/a	n/a
3	ICMA	USA	Municipal Management/Local Governance Financial Services Project	On-going financial analysis support to G/ENV/UP on HG Program. (Elicer Fernandez).	This activity is completed effective September 30, 1995	Complete	n/a
4	ICMA	Central America	Impact Assessment of Municipal Development's Contribution to Democracy in Central America.	Final report submitted to USAID/G-CAP on July 31.	Report to be translated into Spanish and published in Guatemala. Presentation of findings to Democracy Center.	Complete	n/a
5	ICMA	South Africa	Shelter & Infrastructure Finance	This activity has been completed and all deliverables submitted to G/ENV/UP	n/a	Complete.	n/a

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RFS No.	Org.	Country or Region	Title	Current Activities	Proposed Activities for Next Quarter	Performance	SOW Change
6	ICMA	USA	Resource Cities Program	Met with USAID Mission representatives from Philippines and Swaziland to begin development of possible twinning programs with U.S. cities. Integrated twinning programs into Delivery Order No. 1 for support to city of Sarajevo. Developed and provided recognition awards to 4 U.S. cities for contribution to international development process to recognize efforts of U.S. cities. Marketed program to RHUDOS and urban program officers in USAID Missions.	Continue negotiations to finalize potential twinning programs. Work with USAID to expand award/recognition program. Expand marketing program to encourage increased USAID field participation.	On track.	n/a
7	ICMA	USA	Private Provision of Public Services seminar.	Received final approval to produce Proceedings Paper from roundtable discussion on solid waste management. Began production.	Disseminate 500 copies of report to USAID/G/ENV/UP.	On track.	n/a
8	ICMA	South Africa	Private Sector Housing Guarantee Program (PSHGP)	All activities under this RFS have been completed.	Completed	Complete	n/a
9	ICMA	USA	IPA Staff Recruitment	A package of 21 resumes, cover letters, and countersigned letters of understanding, along with a synopsis of each candidates qualifications, was sent to G/ENV/UP in July for their final review and selection process. Due to a budgetary constraints, hiring for the position has been frozen.	n/a. RFS activities completed.	Complete	n/a
10	ICMA	USA	Leadership Training for Local Government Executives	Conceptual design of program drafted and circulated. However, the program has been postponed until 1996.	Further design work may be undertaken based on field interest.	On track.	n/a
11	ICMA	Jamaica	EIA Water and Sanitation District Project	All activities under this RFS have been completed.	Completed.	Complete.	n/a
12	ICMA	USA	Habitat II Conference Support	Activities under this RFS have been completed.	Completed.	Complete	n/a

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13	ICMA	USA	Habitat II - Urban Finance Conference	Consultant Kenneth Davey drafted a thematic paper on local government and accountability for the conference, and participated in conference discussions. Paper reproduced and disseminated to G/ENV/UP	Completed.	Complete	n/a
<i>The following activities are drawn from and based on the USAID approved work plan for the Core MDM Contract</i>							
Other Activities	ICMA	USA	Training	1. Both the leadership training and local government management programs were postponed to 1996. Practical application programs were conducted for teams from South Africa, Swaziland, Indonesia, Hungary, and Bosnia. Except for the Bosnians, these programs included participation at the annual ICMA conference as per C.4 of the work plan.	1. Leadership Training Program: ICMA will further develop the leadership and local government management programs assuming that there is adequate field interest.	On track.	n/a

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RFS No.	Org.	Country or Region	Title	Current Activities	Proposed Activities for Next Quarter	Performance	SOW Change
Other Activities	ICMA	USA	Research, Development & Maintenance of Reference Materials/Information Dissemination	<p>Research & Information Dissemination:</p> <ol style="list-style-type: none"> 1. Summer/Fall issue of <i>Cities International</i> finalized and being disseminated. Focus: sustainable cities. 2. Performance Indicators-provided ICMA textbook and MIS Reports to Development Bank of Southern Africa. The literature was concerned with: performance of community services; public/private bidding for municipal services; and re-engineering local government. 3. Prepared compendium on Performance Measurement for Philippines Mission at the request of Harry Dickherber, USAID/Manila. 4. Information on the Twinning Program was provided to the Kingdom of Bhutan in response to a request from the Kingdom for information on Twinning and how to gain access to the program. 5. Prepared compendium on ICMA initiatives in the areas of private sector solid waste and recycling at the request of G/ENV/UP. 7. Collected information on methane gas recovery programs in the U.S. and Mexico at the request of G/ENV/UP. 8. Assembled and disseminated information on political/economic transformation in Central and Eastern Europe for Sarajevo officials. 9. Provided materials to Swaziland on municipal associations and U.S. experience with military base closures. 10. Provided information on regional solutions to solid waste management as part of possible assistance package to Guatemala Metropolitan region; assistance may include twinning. <p>Development & Maintenance of Reference Materials: Information system upgrading. Creating a user-friendly system of information collection, development, and organization.</p>	<p>Research & Information Dissemination</p> <ol style="list-style-type: none"> 1. Awaiting RFS for G/ENV/UP "Lessons Learned" database. Topics identified by G/ENV/UP will form the basis of the collection development policy. 2. Production and dissemination of Winter 1995 issue of <i>Cities International</i>. Proposed topics: rebuilding cities destroyed by wars and natural disasters; municipal finance and budgeting; economic development in Poland. <p>Development & Maintenance of Reference Materials:</p> <ol style="list-style-type: none"> 1. Continuing development of ICMA Municipal Management Information Center & collection of relevant documents and journals, which will adjust based on input from G/ENV/UP. 	On track.	n/a

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RFS No.	Org.	Country or Region	Title	Current Activities	Proposed Activities for Next Quarter	Performance	SOW Change
Other Activities	ICMA	USA	Steps to Expand Effective Use of U.S. Municipal Practitioners	Upgrading and expansion of talent bank database of municipal management experts continued.	No specific activities planned. Roster of consultant resources considered sufficient given on-going and anticipated work.	On track.	n/a
Other Activities	ICMA	USA	Outreach to USAID Missions & RHUDOs	Conducted mass dissemination of program brochure to all missions and AID representatives. Attended July environmental officers' and RHUDO conferences. MDM staff gave presentations on the MDM Twinning and Resource Cities programs and their relationship to USAID's Sustainable Cities Initiative.	Dissemination of information to Missions and RHUDOs about MDM technical assistance programs will continue.	On track.	n/a
Other Activities	ICMA	USA	ICMA Conference	Facilitated attendance and keynote speech of J. Brian Atwood, USAID Administrator. Coordinated delegation from Swaziland; arranged meetings to develop twinning programs with counterpart U.S. cities. Presented recognition awards to 4 U.S. cities for support of international urban development activities.	n/a. Completed	Completed	n/a
Other Activities	ICMA	USA	Municipal Management Association Development	Completed draft IMIS report on association development. Awaiting USAID comments and approval before production.	After USAID approval, will publish and disseminate report as part of broad marketing effort to support municipal association management and development programs worldwide.	On track.	n/a
Other Activities	ICMA	USA	Intern Program	Have not received requests for interns.	Awaiting requests from G/ENV/UP	On track.	n/a
Other Activities	ICMA	USA	Habitat II Conference	ICMA disseminated information on the Habitat II Conference to ICMA members to solicit their participation in U.S. preparations for it.	ICMA will continue to provide information dissemination support to USAID and the US Network for Habitat II including identifying ICMA members to serve on the best practices selection committee.	On track	n/a

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RFS No.	Org.	Country or Region	Title	Current Activities	Proposed Activities for Next Quarter	Performance	SOW Change
Other Activities	ICMA	USA	International Visitors	<p>ICMA staff met with a number of international visitors during the quarter:</p> <ol style="list-style-type: none"> 1. Manager of Local Government & Community Policy in New Zealand's Dept. Of Internal Affairs to discuss local government emergency services (fire and civil defense). 2. Chinese municipal government leaders to discuss local economic development. 3. Four Venezuelan Congressmen to discuss intergovernmental relations. 4. Director of Finance Department, City of Decin, Czech Republic, to discuss local public finance in the U.S. Also identified US municipality/city manager for "shadowing" program. 5. City Manager of Karvina, Czech Republic to discuss municipal finance and budgeting, strategic planning, privatization, and personnel management. 6. 25 South Korean community leaders, local officials, and MPA students to discuss governance and management of metropolitan areas, with a focus on intergovernmental relations and international urban linkages. 7. Former Mayor of Reykjavik, Iceland (and current director of the Icelandic Management Association) to discuss local government management in the U.S. and the council-manager form of government. Also identified US municipalities with expertise in a number of program areas including contracting out for services, "reinventing" local government, etc. 8. Director of Finance of Municipality of Almere, the Netherlands interested in public/private partnerships in tourism and other local economic development activities. Also identified appropriate external contacts in the DC area. 9. Head of Central Planning and Control for the Municipality of the Hague interested in municipal finance and budgeting practices. 10. Japanese professor of public administration interested in the role and functions of municipal associations in the U.S. and Total Quality Management. 	<p>ICMA will host a number of international visitors in the next quarter and assist in the identification of appropriate additional contacts. Already scheduled are meetings with:</p> <ol style="list-style-type: none"> 1. Three delegations of Japanese local and prefectural officials interested in the role of municipal associations and in the provision of technical assistance to developing countries. 2. Delegation of African local government officials interested in leadership training and the role of municipal associations in promoting professionalism in local government. 3. Ukrainian government officials interested in the restructuring of local government management systems. 		

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Section II: Project Officer's Comments

1. Comment on the contractor's technical performance (quality of technical assistance, professional services, and/or products) and provide examples, if appropriate.

2. Comment on the contractor's administrative performance (timeliness in meeting schedules and/or delivering materials/products) during the quarter and give example(s), if appropriate.

3. Comment on the contractor's management (cost-effectiveness, quality of communication with staff and with USAID for the quarter and provide examples as appropriate.

4. React to contractor's assessment of performance regarding any of the activities/deliverables in section IA, number 4 above.

5. Note areas for potential contractor improvement regarding management/provision of any services related to the activities/deliverables and/or specific contract results.

Project Officer/Office Symbol. _____ Date _____

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1. Comment on any areas of concern, particularly regarding the Contractor's response to questions 4 and 5 in Section I above and the Project Office's response to question 3 in Section II above.
2. Identify actions to support, correct or improve contractor's performance (show-cause notice, cure notice, contract modification, incremental funding, technical direction to contractor, approvals and/or clearances, interpretations of statement of work or adjustments in work plans, feed-back to contractor regarding performance and/or deliverables) that need to be taken and indicate action officer and due date.

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Section III: Contract Office's Comments

Contract Officer/Office Symbol _____ Date _____